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12 July 1984

MEMORANDUM FOR: [REDACTED]  
Family Employee Liaison Office

FROM: [REDACTED]  
Chief, Human Resources Planning Staff

SUBJECT: Employee Separation Review

1. HRPS has completed a review of employee separations for [REDACTED] FELO. The study was focused on employees that had left the Agency with less than five years of service during the period FY 1979 - FY 1984 (midyear). Excluded from our analysis were employees who retired or were terminated for cause or completion of contract or tour. The following paragraphs and attached charts provide some of the highlights of our review.

#### Separation Reason

2. Within the scope of our review, we found the most predominant reason employees indicated they were leaving was for a better job. The percentage of those leaving for this reason has changed somewhat over the past 5 1/2 years. While in FY 1979 only 30 percent of the separating employees indicated they were leaving for a better job, in FY 1984 over 60 percent have indicated this reason as of midyear. Included in the better job category are those employees leaving specifically for a career change or advancement. At the same time, those leaving for family responsibilities have dropped from 23 percent in FY 1979 to under 8 percent in FY 1984. The employees specifically indicating pay or financial reasons are few, and represent only about 3 percent of the population.

#### Age and Years of Service

3. The predominate age of the employees in our review seems to range between 20 and 29 years. This is not totally surprising of the group reviewed, because we have excluded retirements from this review. Of the group reviewed, almost 70 percent of the employees separated with two or less years-of-service and over 20 percent with less than one year. The most common reason indicated by these employees was a better job. However, we note that the majority of employees that indicated they were dissatisfied with the location left with less than one year of service.

#### Subcategory

4. Over 45 percent of the employees who separated were in the clerical subcategory. Within this group, a little over 26 percent indicated they were leaving for a better job. The second largest group, the officers, comprised

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about 40 percent in which over half of them indicated they were leaving for a better job. The majority of employees that indicated they were leaving for better pay/financial reasons or for family responsibilities were in the clerical subcategory.

#### Grade

5. The grade of the employees within this study ranged between GS-03 and GS-15, with the majority in grade GS-05 and GS-06. While the lower-graded GS-05 and GS-06s left the Agency for a variety of reasons, the majority of employees in the higher grades left to obtain a better job outside the Agency.

#### Sex

6. Just over 50 percent of the employees within our review were female. Within this population, almost 25 percent of the females indicated that they were leaving because of family responsibilities compared to about 6 percent of the males indicating this reason. On the other hand, while over 55 percent of the males stated they were separating to obtain a better job, only 26 percent of the females indicated they were leaving for a better job.

7. HRPS intends to maintain an up-to-date data file on separations for future analysis. If we can help you with any additional questions or concerns, please contact myself or [redacted]

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#### Attachments

#### Distribution:

Original - Addressee w/att  
1 - CAD [redacted] w/att  
1 - DDA Projects w/att  
1 - DD/PA&E w/att  
1 - Chrono  
1 - NED working w/o att  
1 - Stayback

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